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AGO ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY
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IN REPLY REFER TO

AD 863494

AGDA (M) (10 Dec 69) FOR OT UT 693176

22 December 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 21st Signal Group, Period Ending 31 July 1969

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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(ARMY) ATTN FOR OT UT. WASHINGTON, D.C. 20310

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 21ST SIGNAL GROUP
APO 96240

SCCPV-NG

12 August 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 21st
Signal Group (USASTRATCOM) for period ending 31 July 1969,
RCS CS FOR-65 (RI)

SEE DISTRIBUTION

1. Section 1, Operations: Significant Activities

a. Mission. During the period of this report, there were no changes in the 21st Signal Group's geographical area of responsibility or operational mission from that noted in the previous report covering the period ending 30 April 1969.

b. General.

Throughout the ninety-two day period of this report the 21st Signal Group, under the command and operational control of CG, 1st Signal Brigade, provided communication support for FWMAF located throughout the II CTZ, Republic of Vietnam.

c. Activities.

(1) Principal Staff and Command Changes:

(a) LTC Louis J. Zeleznikar assumed command of the 73d Signal Battalion upon the reassignment of LTC Edison M. Cesar Jr. on 20 May 1969.

(b) LTC Dale F. Stuart assumed command of the 41st Signal Battalion upon the reassignment of LTC Donald R. Lasher on 20 July 1969.

(c) Major Harold L. Squires assumed the duties as Chief, Communications Section, upon the departure of LTC Gerald E.F. Mc Donnell on 18 June 1969.

FOR OT UT

693176

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(d) Captain Paul B. Amirault assumed the duties as Chief, Logistics Section, upon the reassignment of Major Harold L. Squires as Chief, Communications Section, on 18 June 1969.

(e) Major George T. Norton assumed the duties as Chief, Operations & Intelligence Section, upon the departure of LTC Raymond L. White on 26 June 1969.

(2) Distinguished Visitors.

(a) LG Frank T. Mildren, Deputy Commanding General, USARV, visited the Pr'Line Mountain, Lang Bian Mountain, and Phan Rang signal sites on 23 June 1969.

(b) BG Jack A. Albright, Deputy Commander, 1st Signal Brigade visited the 21st Signal Group during the period 27 June 1969 - 2 July 1969. BG Albright received an orientation briefing on the mission, organization and functions of the Group and visited each battalion area.

d. Personnel and Administration.

(1) At the beginning of the reporting period, the 21st Signal Group had 4131 personnel assigned (O-205; WO-47; EM-3879) 90.6% of its authorized strength of 4559. By the end of the reporting the assigned strength was 4026 (O-205; WO-52; EM-3769) or 88.3% of authorized strength.

(2) The assigned strength, which had been steadily decreasing, was the lowest of any reporting period. Assigned strength reached its lowest point in the beginning of July. During the month of July over 500 replacements were assigned to the 21st Signal Group as compared with a total of 300 during the months of May and June. If this influx continues during the coming months, most of the recent losses will be replaced. Critical shortages in MOS's 31M, 36C, 72B and 72C continued to hamper operations. Shortages in several MOS's, for which requirements exceed authorization, also hampered operations. Principal MOS's of this nature were 32D, 32F, and 72F. The 21st Signal Group continues to await DA approval of the 56 new MTOE/TDA documents covering all units within the Group. The new MTOE will provide personnel authorizations more in consonance with requirements. However, because of continual changes in missions and tasks during the time required for approval of the MTOE, significant discrepancies between requirements and authorizations will still exist.

(3) During the reporting period, this command awarded 2 Legion of Merit Medals, 159 Bronze Star Medals, 8 Air Medals, 244 Army Commendation Medals, 60 1st Signal Brigade Certificates of Achievement, 482 21st

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Signal Group Certificates of Achievement, 4 Distinctive Insignia of the Signal Corps--Republic of Vietnam Armed Forces, and one Technical Service Honor Medal, First Class.

(4) The information program continued to increase. Eleven hundred news releases, accompanied with 86 photographs, were forwarded to hometown newspapers. At least 33 Group-originated press releases were used by various publications. Three battalions published newspapers which were effective media for disseminating Command Information Material.

e. Operations.

(1) Communication Centers.

(a) Mode V reject rates continued to be a major problem during the reporting period. Some reductions in rates were achieved by improved maintenance on Mode V equipment and by inspection of message tapes before transmission. The reject rates dropped somewhat, but still exceeded the desired minimum of 10%.

(b) A Mode I (1004) terminal was installed at Pleiku on 21 July 1969, and the two Mode V circuits deactivated.

(c) Mode I (1004) terminals are being installed at Nha Trang and Cam Ranh Bay. The Mode I at Nha Trang will replace the two Mode V circuits.

(2) Radio Systems.

(a) The number of multi-channel radio systems operated by the Group was reduced slightly. A total of eleven new systems were activated while fourteen were deactivated. The principal new system was BBT16, an AN/TRC-97B Tropo System between Hon Tre Island and Lang Bian Mountain. This system established a direct link between Nha Trang and the western portion of lower II Corp Tactical Zone and will be of importance for future system reconfiguration.

(b) Preparations were underway for establishment of two AN/TRC-129 Tropo Systems between Phan Thiet and Pr'Line Mountain. These systems will improve communications in the lower II Corp Tactical Zone and allow deactivation of three marginal VHF systems, as well as the phase out of Hill 182 at Cam Ranh Bay.

(c) During the month of July, a total of 7 VHF and UHF Systems were recommended for deactivation as part of efforts to consolidate

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and improve the corps area communication system. In addition, the entire II Corp Tactical Zone area communication system was being studied to determine other systems that can be deactivated, consolidated, or rerouted. In many areas of II CTZ, 21st Signal Group systems paralleled ICS Systems. The goal of the 21st Signal Group is to eliminate over-extended VHF and UHF Systems, particularly DCS systems carried by tactical equipment, by transferring circuits to ICS Systems which travel the same paths, thus improving overall communications and releasing equipment which can be utilized to meet other requirements.

(3) Telephone Systems.

(a) At end of the reporting period, 21st Signal Group was operating four DTE's terminating 3810 mainlines and 24 MTE's terminating 1990 mainlines.

(b) A 200-pair tie cable was installed between the corps area tech control and the ICS EE on Hill 184 Cam Ranh Bay. The project, which was completed 17 June 1969, provides circuits for the Nhà Trang tandem switch.

(c) 100,281 ft of W108B dropwire was installed in conjunction with activation of the Camp Enari DTE. This project was completed on 10 May 1969.

(d) A multipair buried cable distribution plant for the AN/MTC-1 at Phan Thiet was completed on 30 June 1969.

(e) A cable project at Pr'Line Mountain, completed 30 June 1969, provided 3 distribution frames and tie cables between various communication facilities on the mountain.

(f) Training. During the reporting period, a POI for replacement training was prepared at Group Headquarters and distributed to the respective battalions to standardize training in this area. Included in the POI were familiarization firing, environmental familiarization, and a gas chamber exercise.

g. Intelligence.

(1) During the reporting period there was a significant increase in enemy activity, particularly during the months of May and June. The enemy initiated seventy-four attacks, an increase of seventeen over the last reporting period. Two of the sites received significant attacks, causing considerable equipment damage and wounding

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one EM. Neither of these attacks nor any of the others affected the accomplishment of the Group mission.

(2) Continued vigilance was maintained at all signal sites although the enemy has not concentrated his attacks against signal installations. If the enemy realizes the importance of communications in the overall US effort, this situation could rapidly change.

(3) During the reporting period, ninety physical security inspections were conducted throughout the 21st Signal Group area of responsibility by Group and Battalion Staffs, in addition to those conducted by HQ USARV, 1st Signal Brigade, and IFFV. Continued emphasis was placed on perimeter defense, fields of fire, elimination of blind spots, and training of personnel in the use of individual and crew served weapons.

(4) The 21st Signal Group conducted ten counter-intelligence inspections covering three battalions and their subordinate units, and the battalion staffs conducted eight inspections of subordinate units for a total of eighteen inspections. During conduct of inspections, only minor irregularities were noted, mainly in the administrative handling of classified documents.

h. Logistics.

(1) During the past three months the CMMI team of the 21st Signal Group conducted eleven inspections. These inspections included two Annual Inspections with satisfactory ratings, two Annual Inspections with unsatisfactory ratings, and seven re-inspections with satisfactory ratings.

(2) During the week of 14 through 19 July, the CMMI team conducted a training course for Motor Officers from each of the four battalions. The instruction encompassed TAERS, PLL Shop Procedures, Shop Facilities, Work Flow, Motor Stables, SOP's, Care and Use of Hand Tools, Safety, and Generator and Air Conditioner Operation and Maintenance. Approximately six weeks were spent in the preparation of this course in order to insure adequate coverage of all areas listed above. This course was necessitated by the numerous subordinate units receiving unsatisfactory CMMI ratings in these areas.

(3) Twelve Mess Halls were inspected for the Monthly Best Mess Award with improved ratings ranging from 89% to 98%. Messes were rated by the 21st Signal Group Food Service Advisor using the following criteria:

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- (a) Administration and Personnel
- (b) Dining Area
- (c) Kitchen and Kitchen Equipment
- (d) Food Preparation and Serving
- (e) Storage and Control
- (f) Outside Areas

(4) Property Book Audits were conducted for four units by the 21st Signal Group Supply Officer. These audits were a follow-up on the action taken by the Major Items Data Agency to update AR 711-5, AMC-124, Equipment Status Report. The audits also determined that all reportable items listed in SB 700-20 were included on the report and properly flagged in property books. During this period two Commander's Critical Items Listings (CCIL) were submitted to the 1st Signal Brigade.

(5) Eight subordinate units/sites were inspected by Group Headquarters to examine progress of the revanization program. These inspections will continue for an indefinite period.

(6) Material assistance visits continued throughout the period with the purpose of determining problem areas unit level and advising, assisting, and training unit supply and maintenance personnel.

i. Organization.

(1) There was no change in the 21st Signal Group's geographical area of operation, i.e., II CTZ, or its operational mission during the reporting period. Inclosure 1 reflects that geographical area of II CTZ and the battalion areas of responsibility as of 31 July 1969. Inclosure 2 shows the group organizational structure as of 31 July 1969.

(2) General Order 1289, 1st Signal Brigade dated 13 June 1969, attached the 33d, 36th, 51st, 211th, 220th and 221st Signal Detachments (Tropo), with equipment, to the 73d Signal Battalion. The 51st Signal Detachment was subsequently reassigned to the 12th Signal Group. Four of the new detachments will operate new systems and one detachment will provide a capability to withdraw AN/TRC-90 equipment for rehabilitation.

(3) As part of the reorganization of the 1st Signal Brigade, the 21st Signal Group was directed to form an additional battalion.

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A feasibility study recommended a provisional battalion composed of the 362d (Tropic), 518th (Microwave), and 578th (Cable Construction) Signal Companies; these units share common problems of logistics and control inherent in their II CTZ-wide missions. On 28 July 1969, the CG, 1st Signal Brigade, approved a concept plan, forming the II CTZ Signal Battalion (Provisional) headquarters from current 21st Signal Group assets and providing for the relocation of the headquarters of the 362d, 518th, and 578th Signal Companies to CRB. All equipment and troop movements are to be completed by 31 October 1969. The proposed organization is shown in Inclosure 3.

j. Aviation.

(1) During the reporting period, the 21st Signal Group Aviation Section turned in its last fixed wing aircraft and drew one UH-1H helicopter. 8 UH-1 helicopters were assigned at the end of the reporting period.

(2) Aircraft maintenance improved with the assignment of a qualified maintenance officer and additional trained maintenance personnel. During the previous reporting period availability of aircraft was 50%. This reporting period showed a marked increase to 79%. The hours flown per aircraft increased from 47 hours to 68 hours during the reporting period.

(3) Requests for allocations at various aviation schools were submitted, but no allocations were received during the months of May, June, and July.

(4) For the reporting period availability figures were:

<u>MONTH</u>	<u>HOURS FLOWN</u>	<u>MISSIONS</u>	<u>CARGO</u>	<u>PAX</u>
MAY	357	1203	49	2606
JUNE	587	1345	68	3087
JULY	<u>544</u>	<u>1047</u>	<u>79</u>	<u>2857</u>
TOTAL	1488	3595	196	8540

May, June, July, Quarterly averages per aircraft:

	<u>AVAILABILITY</u>	<u>HOURS FLOWN</u>
21st Signal Group	79%	68
*USARV	80%	80

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Signal Gr up (USASTRAFOR) for period ending 31 July 1969,
RCS CS FOR-65 (RI)

2. Section 2, Lessons Learned: Commanders Observations, Evaluation,
and Recommendations.

a. Personnel.

OBSERVATION: Differences between personnel authorizations and requirements continued to hamper operations and created adverse morale situations. Many deserving and otherwise eligible personnel were in a non-promotable status.

EVALUATION: While approval of new MTOE will ease this situation, the problem will remain. During the extended period required to obtain approval of MTOE, there have been significant changes in missions, and hence in personnel requirements.

RECOMMENDATION: That procedures be developed to drastically reduce the time lag between submission and approval of MTOE.

b. Operations.

(1) Message review boards.

OBSERVATION: During past months, message traffic was delayed excessively, primarily because of lengthy messages carrying unnecessarily high precedence.

EVALUATION: During the reporting period, message review boards were active in all battalions. Representatives from the battalions contacted the subscribers personally and discussed methods of improving service by reducing the lengths of messages and precedences. Message backlogs are now practically nonexistent and subscribers are more pleased with their service.

RECOMMENDATION: That message review board activities and subscriber education programs be continued and increased.

(2) Outage of Tone Pack 77UX4A.

OBSERVATION: Tone packs were the cause of considerable outage time during the reporting period.

EVALUATION: One of the major problems was the need for better coordination between the Groups and Services. In one instance, the tone pack was the responsibility of the 21st Signal Group, while the terminal equipment was Air Force responsibility. Much of the outage time could have been avoided had there been better cooperation.

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RCS CS FOR-65 (RI)

RECOMMENDATION: That improved liaison with 7th Air Force Liaison
Officer be established at Brigade level to decrease reaction time.

c. Training.

OBSERVATION: Command information topics were not received at this
Headquarters for the 4th Quarter of FY 69 and at this time have not
been received for 1st Quarter FY 70.

EVALUATION: Command information topics disseminated by higher head-
quarters are timely and well organized, enabling unit commanders to
prepare their discussion with a minimum amount of effort. When topics
are not received, unit commanders are required to spend considerable
time preparing lessons which are not as complete or as well organized
as they could otherwise be.

RECOMMENDATION: That command information topics be put on a pinpoint
distribution system down to company level, enabling commanders to give
the topics on the date required and in a better manner.

d. Intelligence. None

e. Logistics.

OBSERVATION: Units of the 21st Signal Group acquired fifteen (15)
45 kw 400 HZ generator sets on a temporary loan. A high deadline rate
and frequent failures have been experienced by these generators.

EVALUATION: Several 45 kw 400 HZ generators were received in an
inoperable status from the Cam Ranh and Qui Nhon Army Depots. Those
generators, which support AN/TRC-97B Tropo systems have become a
critical problem due to unavailability of repair parts. Frequent
short failures of this type power unit have been caused, in most cases,
by circuit breakers tripping. Analysis of this condition indicates
that the problem may be caused by inadequate load on the generators
and by loose nuts and bolts behind the control panel.

RECOMMENDATION: That generator sets be inspected more carefully by
the manufacturer and by the receiving unit on receipt for completeness
and serviceability. Load banks should be constructed to compensate
for the low power consumption.

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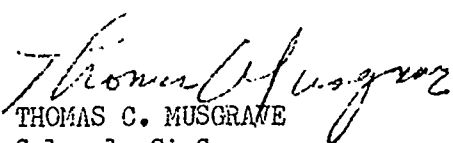
SUBJECT: Operational Report - Lessons Learned, Headquarters, 21st
Signal Group (USASTRATCOM) for period ending 31 July 1969,
RCS CS FOR-65 (RI)

f. Organization. None

g. Aviation. None

3 Incl

Incls 2 and 3 wd HQ, DA


THOMAS C. MUSGRAVE
Colonel, SigC
Commanding

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SCCPV-OP-SD (12 Aug 69) 1st Ind

SUBJECT: Operational Report - Lessons Learned, Headquarters, 21st Signal Group (USASTRATCOM) for period ending 31 July 1969, RCS CSFOR-65 (R1)

DA, HQ 1st Signal Brigade (USASTRATCOM), APO 96384

30 August 1969

TO: Commanding General, United States Army Vietnam, ATTN: AVHCG-DST,
APO 96375

1. Subject report is forwarded in accordance with USARV Regulation 525-15.
2. This headquarters has reviewed the report and concurs in it with the following comments and/or exceptions concerning referenced paragraphs:

a. Paragraph 1d, page 2. An increase of personnel to the 1st Signal Brigade during July 1969 and the first 2 weeks of August 1969 has raised the operating level of the Brigade to 89.9%. The 21st Signal Group is operating at 97.5% of their authorized strength. Shortages in MOS's 31M, 36C, 72B, 32D, and 32F continue throughout the 1st Signal Brigade. A proportionate share of above MOS's will be furnished the 21st Signal Group as they arrive, based upon their operational commitments compared to those of other groups within this Brigade.

b. Paragraph 2b(2), page 8. Better cooperation between the subordinate signal groups and from groups to other services and/or agencies is a necessity. Personal contact through representative meetings and visits is in progress. The Army Communications Operations Center, Liaison Branch of 1st Signal Brigade is making daily and primary contact to 7th Air Force, specifically concerning PIACCS, but also to coordinate all Joint Air Force-1st Signal Brigade areas of interest.

c. Paragraph 2c, page 9.

(1) The command information guidance for 4th Quarter FY 69 did not arrive at 1st Signal Brigade Information Office from USARV Command Information Office until June 1969. Copies of this guidance and a letter of indorsement were distributed to all group, battalion and company information officers in mid-June.

(2) The command information guidance for 1st Quarter FY 70 arrived from USARV on 8 July and was sent to all group, battalion and company information officers on or about 9 July 1969. Two copies and a letter of indorsement were distributed to each unit.

(3) After being informed that the 21st Signal Group did not receive the guidance for 1st Quarter FY 70, two additional copies of the guidance and indorsement were sent to the Group Information Officer 13 August 1969.

(4) In both cases the guidance was sent on the pin-point distribution system.

SCC.V-OP-SD

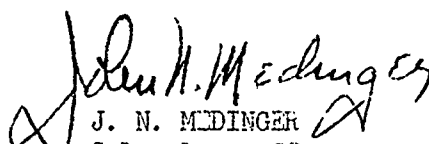
SUBJECT: Operational Report - Lessons Learned, Headquarters, 21st Signal Group (USASTRATCOM) for period ending 31 July 1969, RCS CSFOR-65 (R1)

d. Paragraph 2e, page 9.

(1) At the time of acceptance of a power generator into the army inventory a DA Form 2408-8 (Equipment Acceptance and Registration Record) is initiated and signed by the person or persons performing the acceptance inspection.

(2) Upon receipt by the unit and prior to placing the generator into operation, the unit must accomplish depreservation in accordance with instructions outlined in DA Form 2258 (Depreservation Guide of Engineer Equipment). Normally this service is performed by the Direct Support Unit. The using unit is responsible for inspecting and servicing equipment in accordance with technical manuals before placing the equipment in operation. It must correct all deficiencies or report them to the Direct Support Unit. Equipment improvement recommendation should be submitted as prescribed by TM 38-750.

FOR THE COMMANDER:


J. N. MEDINGER
Colonel, GS
Chief of Staff

CF:

Assistant Chief of Staff for Force Development, Department of the Army, Washington, D. C. 20310

Commanding General, United States Army Strategic Communications Command
ATTN: SCC-OPS-RT, Fort Huachuca, Arizona, 85613

Commanding Officer, 21st Signal Group, APO 96240

AVHGC-DST (12 Aug 69) 2d Ind

SUBJECT: Operational Report - Lessons Learned, Headquarters, 21st Signal
Group (USASTRATCOM) for Period Ending 31 July 1969, RCS CSFOR-65 (R1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 1 7 (U)

THRU: Commanding General, United States Army Strategic Communications
Command-Pacific, APO 96557

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 July 1969 from Headquarters, 21st Signal Group.

2. Reference item concerning "Personnel", section II, page 8, paragraph 2a; concur. A revision of the Army Authorizations Documents System (TAADS) which is scheduled to be implemented in December 1969 is designed to reduce the lag time between submission and approval of MTOE. For minor changes to MTOE in personnel and equipment, a letter MTOE is sufficient. This reduces preparation time and the time required for review at each higher headquarters.

FOR THE COMMANDER:

B. A. G. Goodlin

B. A. G.

MAJ, AGC

Assistant Adjutant General

Cy furn:
21st Sig Gp
1st Sig Bde

SCCP-OP (12 Aug 69) 3rd Ind
SUBJECT: Operational Report - Lessons Learned, Headquarters,
21st Signal Group (USASTRATCON) for Period Ending
31 July 1969, RCS CSFOR-65 (R1)

Headquarters, U. S. Army Strategic Communications Command-
Pacific, APO San Francisco 96357 13 NOV 1969

TO: Commander in Chief, United States Army, Pacific, ATTN:
GPOP-DT, APO 96356

1. Subject report is forwarded in accordance with AD
525-15.
2. This headquarters has reviewed and concurs with subject
report as indorsed.

FOR THE COMMANDER:

Frank C. Harte

FRANK C. HARTE
COL, GS
Chief of Staff

GPOP-DT (12 Aug 69) 4th Ind

SUBJECT: Operational Report of HQ, 21st Signal Group for
Period Ending 31 July 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 19 NOV 69

THRU: Commanding General, US Army Strategic Communications
Command, Fort Huachuca, Arizona 85613

TO: Assistant Chief of Staff for Force Development, Department
of the Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG

CF:
DA, ACSFOR
CG, USASTRATCOM-PAC

SCC-PO-CERA (12 Aug 69) 5th Ind
SUBJECT: Operational Report-Lessons Learned, HQ, 21st Signal Group
for period ending 31 Jul 69, RCS CSFOR-65 (R-2)

Headquarters, US Army Strategic Communications Command, Fort Huachuca,
Arizona 85613

1 DEC 1969

TO: Assistant Chief of Staff for Force Development, Department of
the Army, Washington, DC 20310

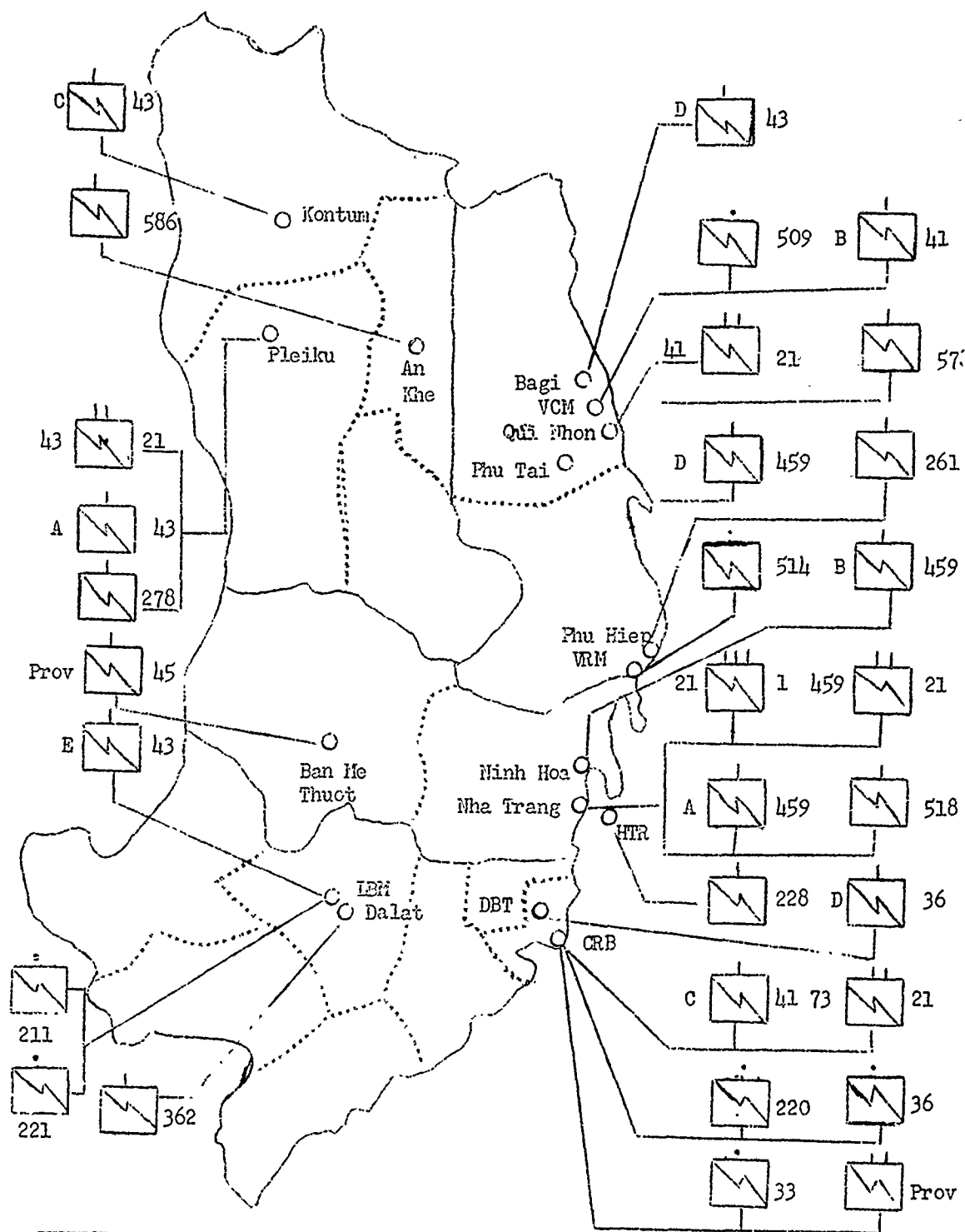
This headquarters has reviewed and concurs in subject report as indorsed.

FOR THE COMMANDER:



ROBERT A. MALL
Captain, AGC
Assd Gen

CF: (w/o incl)
HQ US Army, Pacific
CG USASTRATCOM-PAC



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CO, 21st Signal Group		
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